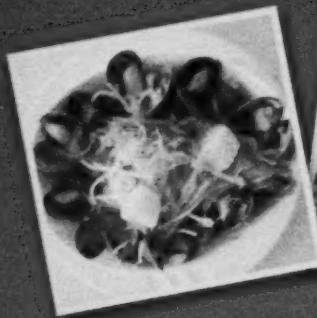




DEPARTMENT OF
TOURISM AND CULTURE

2013-2014
ANNUAL REPORT



Prince
Edward
Island
CANADA

Tourism and
Culture

Prince Edward Island
Department of Tourism and Culture

Annual Report
2013-2014

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Minister's Message



The Honourable H. Frank Lewis
Lieutenant Governor of Prince Edward Island

May It Please Your Honour:

I have the honour to submit herein the annual report for the activities of the Department of Tourism and Culture and Tourism PEI for the period of April 1 2013, to March 31, 2014.

The Department of Tourism and Culture and Tourism PEI are responsible for the promotion of Prince Edward Island as a premiere tourism destination. The Department also manages our provincial parks system, the four provincially owned golf courses, the Confederation Trail and Brookvale Provincial Ski Park. These venues help promote healthy lifestyles and active living for Islanders and visitors alike.

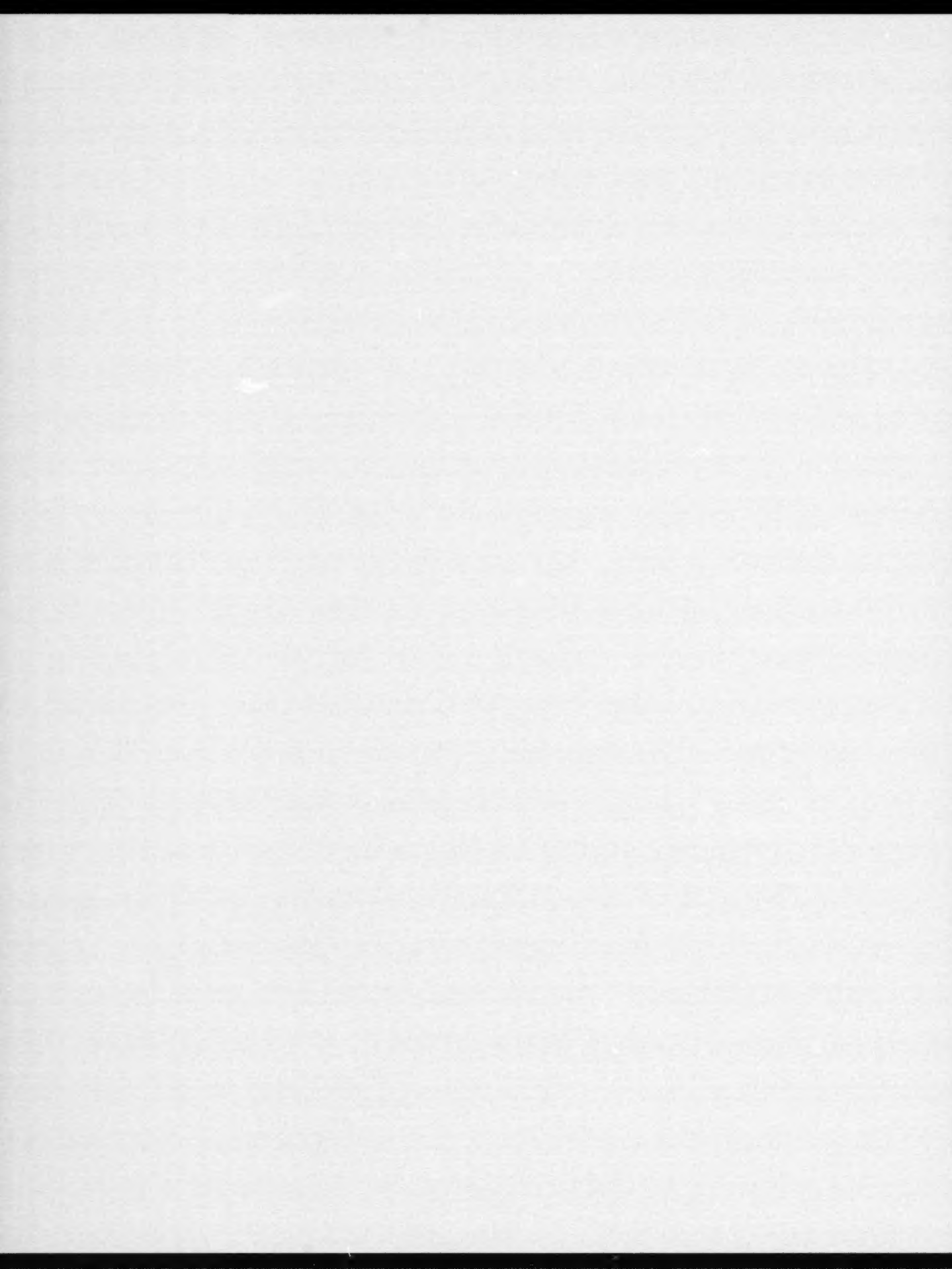
The Department also remains committed to preserving the Island's unique history and culture through its support of cultural industries in the province, the Provincial Public Library Service, the PEI Museum and Heritage Foundation and the Public Archives.

In 2014 we celebrate the 150th Anniversary of the Charlottetown Conference of 1864. Over 150 events and activities will take place all over the Island to mark the occasion. It promises to be a once in a generation celebration on the Island and a boon to the Island's tourism and cultural sectors.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Robert Henderson', with a long, sweeping horizontal line extending to the right.

Robert Henderson
Minister of Tourism and Culture



Deputy Minister's Message

The Honourable Robert Henderson
Minister of Tourism and Culture
PO Box 2000
Charlottetown, PE C1A 7N8

Honourable Minister:

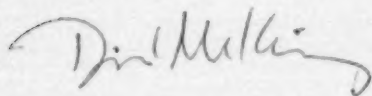
It is my pleasure to present the annual report for the Department of Tourism and Culture and Tourism PEI for the period of April 1, 2013, to March 31, 2014.

2013 saw significant changes to the structure of the Department of Tourism and Culture. The retirement of the longtime Director of Culture, Heritage and Libraries provided the Department and opportunity to re-profile those responsibilities. A new position, Director of Libraries and Archives was created to oversee the Public Library Service, the Provincial Archives and the Provincial Records Office. The Heritage section moved under the management of the PEI Museum and Heritage Foundation. Responsibility for cultural affairs was moved under the Strategy, Evaluation and Industry Investment division of Tourism PEI, but its funding still comes from the Department. These changes have resulted in reduced administration costs a better alignment of responsibilities and an increased focus on key programs.

2013-2014 also saw the launch of the celebrations to mark the 150th Anniversary of the Charlottetown Conference organized by PEI 2014 Inc. The year-long celebration began with a free, highly attended New Year's Eve event on Great George Street in Charlottetown. The event was an excellent start to the celebrations which promise to have a substantial positive impact on the province's tourism industry and cultural community.

The Department and Tourism PEI continue to work very hard at promoting PEI as a world class vacation destination and at preserving and sharing our unique culture and heritage.

Yours Truly,



David MacKenzie
Deputy Minister of Tourism and Culture

Departmental Overview

General administration consists of the Office of the Minister and Deputy Minister providing leadership, overall management, administration, and communication for the department.

The Heritage section provides leadership, programs and services to the residents of Prince Edward Island in the area of historic preservation and promotion. It is also responsible for the delivery of the annual Heritage Fair and other programs that focus on the Island's history and heritage. These activities are managed by the PEI Museum and Heritage Foundation.

Cultural Affairs is mandated to support the sustainability of arts and culture on Prince Edward Island. Support is provided to a number of organizations and cultural venues including the Prince Edward Island Council of the Arts, local theatres, regional arts councils, the Community Museums Association of Prince Edward Island, the six French community centres, and other cultural entities. This section is housed under the Strategy, Evaluation and Industry Investment Division of Tourism PEI but is funded through the departmental budget.

The Libraries and Archives Division is responsible for the administration and operation of Prince Edward Island's province-wide Public Library Service (PLS), and for the provision of technical services for the public schools of the province. The PLS is a partnership between the provincial government and participating communities. This division is also responsible for the management of the Provincial Public Archives and the Provincial Records Office.

Tourism PEI Overview

Tourism PEI is a Crown Corporation established by an *Act of the Provincial Legislature*. Among its original purposes were to have the power to hold shares of subsidiary companies, to be able to hold title to real property and to receive industry revenues, primarily from marketing initiatives. It has a Board of Directors that meets annually to appoint auditors, approve financial statements, and review operations. The Board is appointed at pleasure by Executive Council and during fiscal 2013-2014 was comprised of:

Minister Robert Henders

Deputy Minister David MacKenzie

Jeanette Arsenault - Industry representative

Don Cudmore - Industry representative

Kevin Jenkins - Tourism PEI

The Corporate Services Division of Tourism PEI is responsible for general administration, financial services, human resources, records management, insurance matters, FOIPP, Provincial Parks and Provincial Golf Operations.

The Strategy, Evaluation and Industry Investment Division (SEI), Tourism Affairs, is responsible for tourism development and investment, the development and implementation of industry support programs, managing the regulatory affairs pursuant to the *Tourism Industry Act* (license, occupancy reporting, water testing) and the *Highway Signage Act* (Tourism Directional Signage, Special Event Signage and On-Premises Signage). SEI is also the lead liaison on intergovernmental affairs including an advocacy role to represent the interests of the tourism industry in key policy areas such as improved air access, tourism related legislation, labour and immigration issues, and land use matters.

The Marketing Communications Division aggressively markets and promotes Prince Edward Island as a premier vacation destination and ensures quality services for the tourism industry of Prince Edward Island. The division is responsible for customer service, retention and loyalty. Customer service centres include the provincially run visitor information and call centres. The division is also the lead for the implementation of the integrated tourism solution (ITS) technology and the central reservation system.

Tourism Industry Snapshot

There were 1,297,522 visitors on Prince Edward Island in 2013, a 5.7 per cent increase over 2012. Revenues were \$381,600,000, an increase of 0.3 per cent compared to the previous year.

Overnight stays increased by 1.8 per cent, to 800,455. Campground stays were up 6.1 per cent, while fixed roof room nights were up 0.1 per cent.

During 2013, airport traffic decreased by 0.3 per cent, ferry traffic decreased by 2.9 per cent, and bridge traffic decreased by 3.0 per cent. Cruise ship passenger and crew visits increased by 35.7 per cent.

52,609 visitor guides were mailed out, of which 7,457 were French guides.

In 2013, meetings, conventions, and incentive travel (MCIT) made a significant impact on tourism in PEI. For the 2013 fiscal year there were 115 meetings, bringing in 12,179 delegates. Meetings and Conventions sector injected \$13.7 million into our economy.

Prince Edward Island Tourism Advisory Council

The PEI Tourism Advisory Council (TAC) is an industry advisory board appointed by the Minister of Tourism and Culture. TAC is made up of a board of 19 members, as well as ad-hoc task forces and committees struck from time to time to address particular issues or opportunities. At the council level, there are 14 industry stakeholders and five senior provincial and federal government members involved in TAC. The council was originally appointed in December of 2004 as the result of a collaborative effort of industry, provincial and federal government leaders meeting to discuss challenges within the tourism industry in Prince Edward Island.

The mandate of TAC is set out in the *Tourism Industry Act*. That mandate is as follows: "to advise the Minister on tourism research, tourism product development and tourism marketing strategies to promote and enhance Prince Edward Island's reputation as a premiere tourism destination." TAC also leads the longer-term strategy process and was responsible to develop a new five-year vision for tourism in 2010. The result of this process was *Strategy 2015: Momentum-Invention-Mobilization*. The strategy was undertaken in a collaborative environment through the Tourism Advisory Council, which is also a platform for annual plan development led by the Department. This ensures federal, provincial and industry buy-in at both the strategic and tactical levels. In short, TAC leads the strategy process and the Department leads the annual plans to define the tactics to respond to the strategy goals and objectives.

The members of TAC in 2013-14 were as follows:

Mr. John Anthony Langdale, Chair
President & C.O.O., Rustico Resort Ltd.

Mr. Robert Jourdain
Owner/Operator, Little York Bed & Breakfast

Ms. Penny Walsh McGuire
Executive Director, PEI 2014 Inc.

Mr. Jeff Squires
President, Cavendish Beach Music Festival
CEO, PEI Brewing Company

Mr. Duke Cormier
Owner, Five Eleven Hospitality
Owner, Duke Foods Service

Ms. Karen Hatcher
Executive Director, The College of Piping and Celtic Performing Arts of Canada

Mr. Shawn MacKenzie
Co-Owner, Kwik Kopy Design & Print Centre

Mr. Brian Howatt
President, Results Marketing & Advertising

Ms. Corryn Morrissey
Manager of Marketing and Communications
Charlottetown Harbour Authority

Ms. Marsha Doiron
Vice-President, Marketing & Development
Prince Edward Tours/Coach Atlantic Group

Mr. Michael Matthews
Executive Director
Meetings & Conventions PEI

Mr. Thomas Mullally
Retired (Managing Director, Red Shores at Atlantic Lottery Corporation)

Ex-officio members:

Mr. Don Cudmore (non-voting)
Executive Director of TIAPEI

Mr. David MacKenzie (non-voting)
Deputy Minister of Tourism PEI

Mr. Pat Dorsey (non-voting)
VP of ACOA PEI & Tourism

Ms. Karen Jans (non-voting)
Field Unit Superintendent
Parks Canada, Prince Edward Island

Tourism and Culture Division Activities

Strategy, Evaluation, and Industry Investment (Tourism Affairs)

In 2013-14 the Strategy, Evaluation and Industry Tourism Investment Division inherited the responsibility for Cultural Affairs in addition to its responsibility for Tourism Affairs. Funding for Cultural Affairs comes from the departmental budget. Funding for Tourism Affairs comes from Tourism PEI's budget and its activities are described herein.

The Tourism Affairs section of the Strategy, Evaluation and Industry Investment Division is responsible for tourism development and investment, the development and implementation of industry support programs, and management of regulatory affairs pursuant to the *Tourism Industry Act* and the *Highway Signage Act*.

This section works actively with the Tourism Advisory Council, The Tourism Industry Association of PEI (TIAPEI), Regional Tourism Associations, Quality Tourism Services and industry stakeholders in conducting research projects on consumer demand, quality assurance initiatives and new product development opportunities. The section also works with the Centre for Tourism Research at TIAPEI to increase the research capacity of the province and assist with the transfer of knowledge to industry partners.

Evaluation, Measurement and Business Intelligence Unit

This unit is responsible for the ongoing monitoring of the department's objectives and strategies including:

- Establishing corporate performance measurement tools.
- Working with the department's senior management team to integrate performance management principles into program activity.
- Coordinating corporate performance activity.

The unit has overall responsibility for overseeing the development of evaluation frameworks and the identification of evaluation metrics.

Product Development, Investment, and Regulatory Affairs

Product Development, Investment and Regulatory Affairs is responsible for:

- Managing opportunities to grow current businesses and attract new tourism development and investment opportunities.
- The professional development of industry partners and operators through the provision and support of training initiatives to ensure the tourism industry on PEI is competitive in the global marketplace.

- All regulatory functions administered under the authority of the *Tourism Industry Act* and Regulations and the *Highway Signage Act* and Regulations.
- Ensuring that all tourism operators are in compliance with industry standards as prescribed by legislation and regulations.
- Overseeing the investigation of quality standard issues and maintain a close relationship with industry organizations involved with standards. The unit oversees the contract with Quality Tourism Services (QTS). On behalf of the Department, QTS is contracted to perform the inspections required for the licensing of tourist accommodations.
- This division also manages contracts with Golf PEI, and the Meetings and Conventions sector.

This unit is also responsible for the development and implementation of programs designed to support the expansion of the tourism industry through development of new and enhanced "product offerings" including, but not limited to key product markets such as coastal, golf, culinary and culture.

This division was responsible for the following funds in 2013-14:

- *The Regional Foundation Fund*
- *The Regional Product Development Fund*
- *The Tourism Innovation Fund*
- *The Acadian and Francophone Tourism Services Program*
- *Fonds de services pour des produits touristique acadien et francophone.*
- *The Festivals and Events Assistance Program*
- *The Meetings and Conferences Hosting Grant Program*
- *The Tourism Website French Translation Program*
- *The Reunion Assistance Program*

2013-14 saw the beginning of the year-long 2014 celebrations. The Province made major investments in programming for events being held across the Island during the celebratory year. The 2014 Fund dispersed close to \$5,000,000 to over 150 of events and activities across the Island.

The province also invested in the Cavendish Beach Music Festival held July 5-7, 2013 featuring Kenny Chesney, Dwight Yoakam, Dixie Chicks and Lady Antebellum.

The other major investments were made in the main stage productions at the Confederation Centre of the Arts, the Island wide Fall Flavours Culinary festival in September and the Arts and Heritage Trail.

Industry Standards

The quality of Prince Edward Island's products and services is essential to the long-term health of the tourism industry.

The *Tourism Industry Act* sets out the operating standards for Prince Edward Island tourism accommodation establishments. On an annual basis every accommodation establishment must pass inspection. They must also have their water tested quarterly, submit monthly occupancy reports, and pay their annual license fee, in order to ensure that the property is in full compliance with the licensing standards set out in the *Act*.

Tourism PEI contracts Quality Tourism Services (QTS) to inspect and provide water testing support to all accommodation properties. QTS has a strong working relationship with Tourism PEI, and they employ professionally trained inspectors who are knowledgeable in the requirements of the *Act*.

Tourism PEI's compliance section supports licensed industry operators by enforcing the *Act* and works to bring unlicensed operators into compliance. Tourism PEI works closely with industry partners like TIAPEI and QTS to maintain the quality and standards that are critical to success. It is this team approach that ensures visitors enjoy the best possible vacation, based on quality services and memorable experiences.

Tourism PEI continues to strive toward increasing accessibility for the French-speaking public in order to comply with the *Canada-PEI Agreement on French Language Services*. Tourism PEI provides reception services in both official languages and several staff are fluent in French or are taking French language training. Once again, in 2013 the *Genuine Island Experiences* packaging brochure was available in French. This joins the *PEI Visitor's Guide* and a number of other publications which are translated into French as stand-alone pieces.

Visitor Information and Destination Centres provide services to the traveling public and are mandated to have bilingual staff available. The Centres have been in compliance for many years and continue to improve the level of service with each passing year. In all other venues of Tourism PEI's service to the public, every effort is made to ensure that there is service provided in French by front-line staff.

Under the terms of the *Canada-PEI Agreement on French Language Services*, the Association touristique Evangeline au service des Acadiens et Francophones de l'Île-du-Prince-Édouard received funding for its leadership activities on behalf of Francophone and Acadian tourism operators across the province. This association brings together Acadian and Francophone operators from across the province to better promote the Acadian and Francophone tourism product and the association works to present a united voice to government.

Fall Flavours

In 2013 the Fall Flavours culinary festival took place from Sept. 6 to Sept. 29, 2013, and featured over 75 different culinary experiences, including signature events, culinary events, tasting events, adventures and dining events. Signature events featured Chef's from the FOOD NETWORK and highlighted food experiences across the Island. Fall Flavours provides unique local culinary experiences during Prince Edward Island's peak harvest season, which interests our target markets. Restaurants across the Island participated in the Dining program, creating special menus featuring Island product.

Meetings and Conventions and Employee Convention Hosting Opportunities (ECHO)

In 2013, the Meetings and Convention Sector attracted 115 meetings/conventions that drew 12,179 delegates and generated an on-Island spend of \$13.7 million dollars. This sector alone provided over \$13 million in new dollars to support the Island economy.

ECHO is a joint program with Tourism PEI, Tourism Charlottetown, and the PEI Meeting and Convention Partnership. The mandate of ECHO is to encourage provincial employees to invite meetings to Prince Edward Island. ECHO also assists with the organization of these meetings by utilizing the many resources for support such as those available through the PEI Convention Partnership and Tourism PEI.

Marketing Communications

The overall mandate of the Marketing Communications Division is to promote Prince Edward Island as a premiere vacation destination in our target markets.

The division is responsible for travel industry sales, media relations, advertising, publications, distribution, PR activations and promotions.

Tourism PEI is a partner in the Atlantic Canada Tourism Partnership (ACTP) which merges two levels of government and the region's private industry. The partnership allows the province to reach strategic markets in the US (New England and mid-Atlantic), and United Kingdom.

Tourism PEI also actively pursues partnership opportunities with the Canadian Tourism Commission (CTC) and others, in joint-venture initiatives.

The Marketing Communications Division also works closely with the Tourism Advisory Council (TAC). Marketing strategies and programs will continue to be reviewed by TAC. The Department of Tourism and Culture is represented on TAC by the Deputy Minister. The Director of Marketing Communications and the Director of Strategy, Evaluation and Industry Investment also attend TAC meetings. TAC provides sound advice to the Minister, and the Department on research, product development and marketing strategies.

Advertising and Publicity

The 2013 marketing creative execution reasserted the claim of our key differentiator being the fact that we are a beautiful Island destination. Some of the creative captions include "When an *Island* is surrounded by 1100 km of coastline, there's a good chance tonight's special was inspired by today's catch"; "It takes four hours to drive from one tip of the *Island* to the other. But somehow, it's easy to lose yourself for days"; "With 576 fairways on the *Island*, there are plenty of opportunities to perfect your game".

Our marketing strategy for 2013 included print, digital and some television media buy. It also included media relations and public relations activities. Some of the highlights are outlined below.

Over 125 top tier media from around the world came to Charlottetown as part of GoMedia Canada Marketplace. This was the first time the event was held east of Montreal. As a result of hosting this event, Prince Edward Island coverage through international media channels far exceeded the expected \$5M media value.

In addition to GoMedia and our annual media relations plan, Tourism PEI coordinated a media familiarization tour focusing on a new angle for culinary stories. Canadian media were invited to participate on a very successful 'foraging' tour with Chef Michael Smith. Numerous media outlets, including the Globe & Mail, Canadian Geographic and others provided coverage of the event.

Tourism PEI partnered with Air Canada on a unique marketing initiative. In addition to exposure on in-flight video, EnRoute magazine and the Air Canada website, Prince Edward Island artists entertained passengers at a Pearson Airport gate for a flight from Toronto to Montreal. All passengers on the flight received an ipod with Island photography and videos. The promotion garnered national media attention and considerable social media coverage through the sharing of videos and posts.

The marketing term Out-of-Home (OOH) refers to advertising that reaches the consumer when they are outside their home. Our campaign in 2013 included some unique and innovative OOH executions. A PEI branded Food Truck travelled through high traffic areas, and attended festivals in Toronto, Montreal and Ottawa engaging the public with samples of PEI mussels and fries. Prince Edward Island images dominated the Skywalk in Toronto with 94 banner faces highlighting the beauty and culture of the Island.

The Marketing Communications division continues to promote the key demand generators identified in the TAC strategy: coastal, culinary, golf and culture. Advertising markets include Ontario, Quebec, New Brunswick, Nova Scotia as the primary markets. Secondary markets include New England, New York, UK and Japan.

Fulfillment

From April 1, 2013 to Mar 31, 2014 –

- A total of 52,609 Visitor Guides were mailed out, of which 7,457 were French guides.
- There were 2,557,318 visits to the website, with an average of 4.62 pages viewed per visit.
 - o Visitors spent an average of 4 minutes and 15 seconds on the site.
 - o Visitors to the website were mostly Canadian with 392,926 American visits, 34,421 Japanese visits, and 24,045 visits from France.

Trade and Sales

The Trade and Sales section is responsible for generating sales of Prince Edward Island's vacation products through trade, consumer, and media channels.

The section focuses primarily on North America, Japan, United Kingdom, and Germany.

Trade and Sales staff work with numerous trade partners such as tour operators, airlines, motor-coach companies, cruise lines, auto clubs, travel agents and media contacts to promote Prince Edward Island.

The Trade and Sales staff provide an ongoing connection between local tourism operators on the Island and members of the travel trade that have clients visiting Prince Edward Island or are developing new initiatives to encourage and increase new visitors to Prince Edward Island.

The majority of Trade and Sales activity is carried out in cooperation with local industry partners at marketplaces, consumer shows, and sales functions.

During the 2013-2014 fiscal year, the Trade and Sales section participated in the following marketplaces:

- National Tour Association (NTA)
- American Bus Association (ABA)
- Rendezvous Canada (RVC)
- World Travel Mart (WTM)
- ITB-Berlin
- The Canada/New England Cruise Symposium

In addition, Trade and Sales Staff participated in consumer travel shows in Montreal, Toronto, Ottawa, Quebec City, Boston, Foxboro, New York City, and Halifax. Sales functions included media events and travel agent training in cooperation with the Atlantic Canada Tourism Partnership (ACTP) in key target markets.

The cruise market has become a major contributor of visitors to Prince Edward Island. In 2013-2014, 51 cruise ships arrived, carrying 67,562 passengers. The trade and sales staff work closely with the Atlantic Canada Cruise Association to attract cruise ships to Prince Edward Island primarily through joint marketing partnerships with major cruise lines.

Holland America continues to bring the most ships and passengers to the Charlottetown port. Other cruise lines such as Norwegian Cruise Lines, Princess Cruises, MSC Cruises, and Celebrity Cruises are also regular visitors to Prince Edward Island.

Digital Marketing

This section of the Marketing Communications division is responsible for the online marketing programs and tools that drive web, mobile and social media usage, email response rates, sales conversion and enhanced consumer experience while driving increased engagement. The Digital marketing section also ensures a seamless process in executing effective customer relations management as part of the overall Tourism PEI marketing strategy. It is the lead for the operation of Integrated Tourism System (ITS) technology, including the central reservation system and Book PEI.

Visitor Information Centres (VIC)

The province operated five Visitor Information Centres at the following locations: Borden-Carleton, Wood Islands, Souris, West Prince, and the Charlottetown Airport. Borden-Carleton provided services to the travelling public throughout the entire year.

The Charlottetown, Cavendish, St. Peters and Summerside VICs operated as Destination Centres in partnership with the Province through the Destination Centre Agreement with their respective regional tourism associations.

Corporate Services

The Corporate Services Division of Tourism PEI is responsible for general administration, financial services, human resources, records management, insurance matters, FOIPP, Provincial Parks and Provincial Golf Operations.

Provincial Parks and Confederation Trail

The 2013 summer camping season got off to a slower than normal start at PEI Provincial Park Campgrounds. Unseasonably wet and cold weather at the beginning of the season resulted in a 1% decrease in visitors compared to the previous season based on 32,947 sites sold. Red Point Provincial Park was the most popular camping destination within the Provincial Park network with an increased visitation of almost 5% compared to 2012. Linkletter Provincial Park was a close second with an increased visitation of just over 4% compared to the previous season.

In 2013 - 2014, the PEI Provincial Park system of campgrounds and day-use areas benefitted from a \$300,000 capital investment program. Of note, was the significant

investment in shore front protection at Jacques Cartier Provincial Park, completion of the 3-way site upgrades at Cedar Dunes Provincial Park and a major drainage enhancement project at Northumberland Provincial Park. Additional capital projects included upgrades to Chelton Beach Provincial Park and Argyle Shore Provincial Park.

Provincial Parks continues to coordinate and deliver a variety of summer programs to park visitors including children's activities, nature and outdoor interpretative activities, sport activities and family activities. These programs continue to be well received by park users and greatly enhance the visitor experience. Parks were also pleased to provide lifeguard services on 8 provincial park beaches across the province in 2013. This very important service allows Islanders and visitors alike the opportunity to safely enjoy our beautiful Provincial Park beaches.

Brookvale Provincial Winter Activity Park had an exceptional season in 2013 - 2014. Winter came early with significant snowfalls in December which allowed staff to open the Nordic Center in mid-December followed by the Alpine facilities over the Christmas Holidays. Popularity of the Brown's Volkswagen Snow School continued in 2014. The number of lesson participants was on par with the previous year with almost 300 students involved in classes. At the Nordic Center, Biathlon PEI Hosted the Eastern Canadian Biathlon Championships in mid-February featuring some of the finest biathlon athletes from Quebec and Atlantic Canada.

PEI Provincial Parks also featured winter programming at Mill River Provincial Park which includes nordic skiing, ice skating, tobogganing, tubing and sleigh rides. In 2014, Mill River was pleased to once again be the primary location for "UpWest WinterFest". In its second year, "UpWest WinterFest" featured the collaboration of West Prince communities to host a major regional winter tourism event.

2013-14 was another exciting year for the Confederation Trail, highlighted by a financial gift to the Province of \$1M by Trans Canada Trail (TCT) and the W Garfield Weston Foundation. The financial support will be split over two (2) fiscal years and will enable the completion of the remaining un-developed rail corridor, between Stratford and Iona, well ahead of schedule with work anticipated to be complete by the fall of 2014. To further enhance user experience on Confederation Trail, Provincial Parks launched a way-finding pilot project in the communities of Hunter River and Alberton. The new way-finding program will direct trail users to services and amenities in local communities. Finally, the Department of Transportation and Infrastructure Renewal (TIR) remains an integral component in the continued success of Confederation Trail. TIR continues to provide an outstanding maintenance program for the Trail in addition to coordinating work associated with the completion project.

Provincial Golf Courses

On PEI golf is considered one of the pillars of the tourism industry and is therefore an important piece of its strategy.

The 2013 season saw 38,297 non member rounds played at the four Provincial courses. There were 64 days of measured rain in our 164 day season.

Standard and packaged rates did not change from the 2012 season. The combo and weekly rates were very popular in 2012 and it was felt the prices should increase in 2013. A new junior green fee was introduced which could be purchased at any time of the day.

The Full, Mon-Fri, Intermediate, and Senior membership rates all increased in price by approximately 4% in 2013. A change was made to the introductory membership. It was re-branded as an afternoon membership. These afternoon members were allowed to book tee times beginning at 2:00 in the off season, instead of 4:00 as was the policy with the former introductory membership program. Junior rates stayed the same as 2012. There were 649 members:

- 265 full members
- 73 senior members
- 55 intermediate members
- 78 weekday members
- 94 afternoon members
- 84 junior members.

73 of these members opted to include Dundarave as an addition to their membership.

Each course benefitted from a site visit by a representative of the USGA Turf Advisory Green Section. This representative evaluated our maintenance practices, and gave us suggestions on how to improve playing surfaces in the coming years.

Through February and March "PEI's Finest Golf", in partnership with Rodd Hotels and Resorts, travelled to four consumer golf shows in Toronto, Ottawa, Montreal, and Moncton. The purpose of our attendance was to jointly promote the products and facilities that we have to offer the travelling golfer.

In 2013 we started to use a guest experience survey to measure how we were performing versus our guest's expectations. Two highlights of the survey are:

98% of the guests that filled out a survey said they would recommend us to a friend

99% of the time we met or exceeded our guest's expectations.

A new membership purchasing loyalty program began in 2013. Any purchase of merchandise or guest related fees would earn the member points that could be used for golf, gift cards, or merchandise. We also started a new weekly newsletter that went out to each member every Monday. This newsletter gave the members information on upcoming events, what's happening at the course that week, a member's only golf shop special, and golf tips. A members only online booking system was launched in July which allowed members to book tee times direct to our tee sheets without having to call.

The Links at Crowbush Cove

- Opened for the season on May 24 and closed Oct 20. We delayed the opening by a

week to allow our newly sodded greens to recover from the winter. To compensate the course remained open one week later in the fall.

- 2013 marked the 20th Anniversary of the opening of Crowbush. To celebrate we held an event at the course on July 4th which we invited people that have had an influence on the course over the 20 years. Throughout the year we offered a special 20th anniversary green fee package which included a commemorative sweater, 522 of these packages were sold.

Mill River:

- Opened for the season on May 10 and closed on Oct 20.
- We updated our irrigation pump station to a variable drive system that will save on electricity and extend the life of our pumps.
- We started a forestry project based on the report that we received from the USGA visit in the spring. The report cited areas around our tees and greens were becoming too shaded and affecting the health of the turf. The crew began thinning trees around greens on holes 8, 9, 10, 13, and 14.
- We purchased new winter ice shields and green covers so that all 19 greens are covered for the winter to protect against damage.

Brudenell/Dundarave:

- We updated our irrigation pump station to a variable drive system that will save on electricity and extend the life of our pumps.
- We started a renovation project on our bunkers at Dundarave which began with a site visit by Ian Andrews mid-summer. The purpose of Ian's visit was to give us professional advice on which bunkers needed renovation and the best way to go about it. Five bunkers were renovated in the fall to get a head start on the main work that would begin in the 2014 season.
- The cart path on #7, #8, and #13 were resurfaced with new pavement.

Human Resources

Permanent Positions

	Full-time	Part-time	Total
Corporate Management	4	0	4
Corporate Services (Finance & Administration)	1	0	1
Brookvale	0	4	4
Provincial Golf Courses	7	63	70
Provincial Parks	5	8	13
Marketing	18	5	23
Strategy, Evaluation & Industry Investment	12	0	12
Libraries and Archives	37	30	67
PEI Museum & Heritage Foundation	14	5	19
Total Permanent Positions	98	115	213

Student, Casual and Temporary Positions

	Total
Corporate Services (Finance & Administration)	2
Brookvale	52
Provincial Golf Courses	82
Provincial Parks	203
Marketing	35
Strategy, Evaluation & Industry Investment	2
Libraries and Archives	1
PEI Museum & Heritage Foundation	35
Total Student and Casual Positions	412

Financial Services and Office Administration

Financial Services is responsible for budgeting, forecasting, regular expenditure monitoring, and the day to day fiscal management of the Ministry. Financial Services also manages invoicing, receivables, collections, payables, banking, taxes, procurement, and external audits. Additional responsibilities include records management, Freedom of Information and Protection of Privacy Act compliance, contracts, insurance coordination, telecommunications, fleet management, and office administration.

Departmental Division Activities

General Administration

General administration consists of the Office of the Minister and Deputy Minister providing leadership, overall management, administration, and communication for the department.

Heritage

With the retirement of the Director of Culture, Heritage and Libraries at the beginning of the fiscal year, and some departmental reorganization, the Heritage Officer now reports to the Executive Director of the PEI Museum and Heritage Foundation, while remaining an employee of the Department of Tourism and Culture.

Provincial Heritage Fair Program

The Provincial Heritage Fair was held at the Confederation Centre of the Arts on 16 May 2013, with close to 200 students (156 projects) representing 29 schools and more than 150 volunteers participating. Approximately 2,000 students participated in school-based heritage fairs leading up to the Provincial Fair. Following project judging at the Provincial Fair, afternoon workshops, tours and activities were provided for students on a variety of subjects including military artifacts with PEI Regiment Museum, The War of 1812 with Boyde Beck, artifact identification with Jason MacNeil, archaeology with Provincial Archaeology staff, and tours of Confederation Centre Art Gallery exhibitions, Province House National Historical Site, and the Public Archives and Records Office.

The top fifteen student projects were recognized during the Closing Ceremonies. Certificates and awards were presented for outstanding student achievement. His Honour, Lieutenant Governor H. Frank Lewis addressed the students during the Closing Ceremonies, as did the Ministers Responsible for Culture and Heritage; and Education and Early Childhood Development, and Executive Director of the Confederation Centre of the Arts, Jessie Inman. The Ministers Responsible for Culture and Heritage, and Education and Early Childhood Development, and the Executive Director of the PEI Museum and Heritage Foundation also participated in presenting student awards and certificates. Special award presentations were also sponsored and presented by the PEI Regiment Museum and Parks Canada. The 2013 Provincial Fair continued to benefit from support from community organizations that sponsored prizes for outstanding theme-related projects. Twenty-eight local community groups and organizations presented 39 prizes to students. Community support for this cultural and educational event continues to grow. A smaller scale national Young Citizens video program was in place for 2013, with the emphasis on northern and aboriginal experiences. One PEI student participated in the program which had a total of 30 participants, nationally.

The Provincial Heritage Fair Coordinator, as well as a number of the Planning Committee members, assisted in judging at various school heritage fairs from February through April. The Planning Committee consists of representatives from the Department of Tourism

& Culture, the Department of Education and Early Childhood Development, the PEI Museum and Heritage Foundation and Parks Canada. The Fair Coordinator participated in teleconferences with provincial and regional fair coordinators and representatives from Canada's History Society, the national Heritage Fairs organizing body. In addition, a number of meetings were held to discuss the Maritime Regional Heritage Fair proposed for summer 2014.

A number of local and national sponsors support the Provincial Heritage Fair including, the Department of Education and Early Childhood Development, the Confederation Centre of the Arts, Canada's History Society, Purity Dairy, Parks Canada, PEI Museum and Heritage Foundation, Indian River Festival, and Avonlea Village. In addition to the local community and national organization support, the Provincial Heritage Fair program is encouraged by the commitment of approximately 60 volunteer judges.

A new award was established for the 2013 Provincial Heritage Fair by the PEI Regiment Museum to recognize outstanding student achievement in researching and presenting on an aspect of the history of the War of 1812.

The Provincial Heritage Fair Planning Committee, in association with the PEI Museum and Heritage Foundation submitted two applications for PEI 2014 projects which were accepted for funding : Maritime Regional Heritage Fair for July 2014 (\$35,000) and 2014 Provincial Heritage Fair & Touring Exhibition (\$2,000).

The Heritage Officer, along with three student heritage fair participants, attended the PEI Teachers' Federation convention in October to promote the provincial Heritage Fair program.

Heritage Places Recognition Program

Heritage Places Initiative Indicators

Activity	2013-2014	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008
Meetings of the Heritage Places Advisory Board	1	2	3	5	5	7	3
Nominations received	12	5	2	4	104	43	107
Historic Places Registered	8	12	19	56	64	119	30
Historic Places Designated	-	14	7	3	4	3	2
Additions to PEI Register of Heritage Places and Canadian Register of Heritage Places	30	19	19	14	77	179	61
Site visits peihistoricplaces.ca	13,203	15,792	12,384	8,393	11,834	6,296	1,207
Page views peihistoricplaces.ca	25,251	32,694	33,015	38,302	38,235	22,683	6,757

A number of lighthouses designated as heritage places under the *Heritage Places Protection Act* were recognized during a ceremony hosted by the PEI Lighthouse Society in

September. The Minister of Tourism and Culture presented Heritage Place certificates and designation plaques to representatives of 15 designated lighthouses.

The Heritage Places Advisory Board met to review PEI Register of Heritage Places applications for a number of properties including five pioneer cemeteries, a private residence, a cultural landscape site and a community hall.

Contracts with two researchers resulted in eight completed applications for the PEI Register of Heritage Places for future review by the Heritage Places Advisory Board.

Statements of significance and photographs for recognized properties were added to the provincial heritage places website www.peihistoricplaces.ca and the national historic places website www.historicplaces.ca. A number of updates to existing listings were also completed. Heritage Places Certificates were prepared by Strategic Marketing and Graphic Design for property owners.

The Heritage Officer continues to meet and consult with property owners and stakeholders on aspects of the Heritage Places Recognition Program and conservation issues concerning built heritage and heritage places, including : TIR staff regarding pioneer cemeteries, the Summerside Court House, and the West River site; PEI Rails to Trails representatives; PEI Scottish Settlers Historical Society regarding Glenaladale House, the Chief Administrative Officer of Victoria-by-the-Sea; St. Peters Harbour/Havre Saint-Pierre; North Carleton Pioneer Cemetery; Alberton Courthouse and Museum; O'Leary Springfield West Cemetery Committee and Indian River Festival staff regarding St. Mary's Church, as well as responding to telephone and email inquiries on general heritage issues.

The Alberton Museum, a designated heritage place, received a Heritage Incentive Grant for exterior restoration work to wood siding, and painting. The Museum also applied for and received a Heritage Permit for an addition to the building.

The Heritage Officer participated in the Archaeology Policy and Procedures working group meetings along with Archaeology and Executive Council staff.

Heritage House Notes and Built Heritage Research Guide was updated and re-printed and made available on the www.peihistoricplaces.ca website, and distributed to the branches of the provincial public library service.

A presentation on the provincial Heritage Places Recognition Program was made by the Heritage Officer as part of the Community Foundation of PEI and the Tryon and Area Historical Society's PEI Summer Islanders lecture series in Hampton.

The Heritage Officer participated in several Federal-Provincial-Territorial teleconference meetings regarding the management of Historic Places, Heritage Lighthouses, as well as the Canadian Registrars of Historic Places regarding the Canadian Register of Historic Places website www.historicplaces.ca and progress updates in the regions and national office.

Various events were attended throughout the year celebrating the province's heritage. Heritage Day Awards ceremonies were held by the City of Charlottetown and the PEI Museum and Heritage Foundation where property owners were recognized for their contributions and efforts in the preservation and conservation of heritage properties.

Other events attended included the Reg Porter lecture series on Meacham's 1880 Atlas, City of Charlottetown public meeting on the heritage plan for Charlottetown's 500 lot area, Parks Canada announcement regarding designation of Brighton Beach Front Range Light under the federal Heritage *Lighthouse Protection Act*, the Garden of the Gulf Museum's celebration of the 125th anniversary of the building, the War of 1812 exhibit opening at Queen Charlotte Armouries, Sterling Stratton's *The Streets of Charlottetown in 1864* book launch, various PEI 2014 announcements, and the Department of Tourism and Culture 2014 Marketing Strategy launch.

The Heritage Officer attended a PEI 2014 workshop on Marketing, as well as the following Public Service Commission training sessions including Dynamics of Policy Development, How Government Works - Structure and Budget, Writing for Government, Retirement Planning, a PSC focus group.

The section hosted an intern from the Algonquin College Museums Studies program. The student intern assisted with planning for the Provincial Heritage Fair and the PEI 2014 Heritage Fair projects. The student also assisted with drafting Statements of Significance for the Heritage Places Program and conducted archival research on potential heritage places. A number of local museum and heritage site visits were organized for the intern. The section once again hosted a UPEI Applied Public History student work placement from January through March. The student was provided with an introduction to the Provincial Heritage Places Recognition program and assisted in drafting Statements of Significance for the www.peihistoricplaces.ca website and with preparations for the Provincial Heritage Fair.

Strategy, Evaluation, and Industry Investment (Cultural Affairs)

In 2013-14 the duties of the Director of Libraries, Archives, Heritage and Culture were re-profiled within the Department. A new Director of Libraries and Archives was established. Heritage became the responsibility of the Executive Director of the PEI Museum and Heritage Foundation. The Strategy, Evaluation and Industry Investment Division inherited the responsibility for Cultural Affairs in addition to its responsibility for Tourism Affairs. Funding for Tourism Affairs comes from Tourism PEI's budget. Funding for Cultural Affairs comes from the Departmental budget and its activities are described herein.

The Cultural Affairs section works with organizations throughout the province to support the sustainability of arts and culture on PEI. Support is provided to a number of organizations and cultural venues including, Culture PEI, arts councils, theatres, the Community Museums Association of Prince Edward Island, six acadian school/community cultural centres, and other cultural entities.

Cultural Program Highlights

- The Community Cultural Partnership Program provides support to not-for-profit community-based organizations for cultural and heritage activities supported 17 projects in the Anglophone program and 19 projects in the Francophone program.

- In 2013-2014 the department supported the third annual Culture Days initiative. This event highlights the contribution that culture makes to our community. The event celebrated all aspects of culture. Culture Days 2013 was organized by Culture PEI with financial assistance from the Division of Strategy Evaluation and Industry Investment Cultural Affairs section.
- The PEI Council of the Arts supported 14 grants that affected 41 artists, 1 public art commission, Artisans on Main, and This Town is Small - Art in the Open. The Council provided support to six short term on island residencies and six newcomer artists through Arts Smarts. These various programs are administered by the Council on behalf of the Department of Tourism and Culture.
- Eleven new pieces of Art were purchased for the Prince Edward Island Art Bank Collection. Purchases are made bi-annually and the art is showcased in government boardrooms and offices, as well as in the offices of cultural non-profit organizations.
- The adjudication of art bank applications is now being administered by the PEI Council of the Arts. The Department purchased the recommended art work from that juried process.
- Three new initiatives were delivered in partnership with Culture PEI. A new cultural mentorship program was developed where four mature artists of various genres mentored four young artists in the same genres to encourage continued artistic growth and interest. Board governance workshops were delivered across the Island to provide knowledge and support to volunteers on Boards of Directors of a variety of cultural non profits. The third project was a training workshop on how to approach possible sponsors of various types to support the sustainability of arts and culture on PEI.
- Five projects received funding through the *Programme de coopération et d'échanges entre le Québec et l'Île-du-Prince-Édouard*.
- Four regional arts councils across Prince Edward Island were supported with operational funds and funds to support regional grants to artists.
- Under the Canada/P.E.I. French Language Services Agreement, funding was provided to six school/community cultural centres in Charlottetown, Evangeline, Summerside, Rustico, Souris and DeBlois.
- Assistance and funding was provided to the Prince Edward Island Seniors Citizens' Federation to continue the successful LEAP Program.
- Music P.E.I. produces Showcase PEI, Music PEI Week and participates in a number of music conferences and events on an annual basis. Supported by a financial investment from the Department of Tourism and Culture, Music PEI provides funding for emerging artists, export development and career investment programs. These programs supported 27 artists in 2013-2014.

- 2013-2014 marked the ninth year for the ArtsSmarts PEI program, with funding contributions from both the Department of Tourism and Culture and the Department of Education and Early Childhood Development. In the fiscal year, funding was provided to eleven projects throughout Prince Edward Island with 756 students, 14 artists and 51 teachers participating in the program. Administration of the Arts Smart program is now the responsibility of Culture PEI.
- 2013-14 saw the beginning of the year-long 2014 celebrations. The province made major investments in programming for events being held across the Island during the celebratory year. The 2014 Fund dispersed close to \$5,000,000 to over 150 events and activities across the Island. Responsibility for the administration of funding to PEI 2014 Inc is with the Cultural Affairs section of the Department.

Libraries and Archives Division

Public Archives and Records Office (PARO)

The Public Archives and Records Office (PARO) operates under the authority of the Archives and Records Act (SPEI 2001, cap.28). It is comprised of the Public Archives unit and the Recorded Information Management (RIM) unit.

The Public Archives unit fulfills the first part of the legislated mandate to acquire, preserve, and make available for public research the records of the government of this province and private-sector papers and records deemed to be of lasting historical value. In doing so, the Public Archives operates as the custodian of historically relevant records of the Government of Prince Edward Island. It also collects and preserves records of individuals, companies, organizations, institutions and associations as they relate to the history of Prince Edward Island. These records include not only textual materials such as correspondence files, journals, and newspapers, but also materials in other formats and media such as photographs, maps, architectural drawings, film, and sound recordings.

The Public Archives provides services to both Government and members of the general public. Acting as the corporate memory of the Government of P.E.I., staff respond to departmental inquiries for a wide range of textual material and images documenting past activities. Public users at PARO include teachers, students, historians, lawyers, surveyors, and genealogists. The Public Archives offices and Researcher Reading Room are located in the Hon. George Coles Building, Charlottetown.

The Recorded Information Management unit is responsible for delivering a corporate program that provides central recorded information management services and support to all departments, agencies, corporations, and commissions within the Government of Prince Edward Island. A key responsibility of the RIM unit is overseeing the day-to-day operation of the Provincial Records Centre which provides free, secure, off-site records storage and retrieval services to all government departments and agencies.

Researcher Visits

- 3,019 researchers visited the Public Archives Reading Room throughout the year. While 2,327 were residents of Prince Edward Island, the remainder came from

other provinces in Canada as well as from as far away as the United States, Great Britain, Ireland, the Netherlands, Australia, and Japan.

- 642 new researchers registered in the Reading Room, an increase from the 2012-2013 fiscal year.
- For those individuals who were unable to visit the Public Archives in person, staff responded to 950 inquiries which came by email, telephone, and traditional correspondence. This is again an increase from the 2012-2013 fiscal year.

Departmental Requests

- Records Centre staff retrieved 977 files/boxes for government employees and refiled 889 files/boxes. Staff also arranged for the destruction of 3,713 boxes of records from departments and 440 boxes at the Records Centre.

Provision of Copies

The Public Archives provided to the public:

- 9,119 copies of archival documents;
- 376 digital images

Collections and Holdings Management

New Donations to the Public Archives

The Public Archives accepted 64 new donations into the collection. A total of 56 collections were added to the private holdings and 8 to the government holdings. The new material included:

- 8.91 m. of textual records
- 16 books
- 4 maps, plans, or drawings
- 7,455 photographs
- 13,658 negatives
- 1.92 GB of electronic records
- 3.55 hrs of sound recordings
- 16 video recordings
(playback time unknown due to lack of playback equipment; being transferred to digital format in partnership with the Provincial Archives of New Brunswick)

Some Significant New Donations at the Archives

- Textual records, digitized photographs, reel-to-reel audio recordings, and video

recordings from the personal collection of Alan Lund (1925-1992), dancer, choreographer, director, and playwright (Accession #5187). Lund was the director and choreographer of the original *Anne of Green Gables: The Musical* at the Charlottetown Festival in 1965. Lund's papers, including scripts, scores, and production notes, serve as a compliment to the existing Confederation Centre of the Arts fonds (Record Group 44). The material also includes 80 digital images of Charlottetown Festival productions, as well as sound and moving image recordings of early productions such as *Anne of Green Gables: The Musical* and *Johnny Belinda*.

- Over 20,000 negatives, slides, prints, and contact sheets belonging to photographer Lionel F. Stevenson, Camera Art, Charlottetown (Accession #5192). The collection includes images of buildings (public buildings, residences, churches, barns, etc.), streetscapes, political events, rural/agricultural scenes, aerial photos, and studio portraits. Some material is identified and/or dated, ca. 1970s-1990s. The donation is a significant addition to PARO's collection of mid-to-late 20th century PEI photography.
- A rare original Hutchinson's Prince Edward Island Directory of 1864 was loaned for digitization (addition to Accession #4064). The resulting digital copy will be more complete than the microfilm copy already held by the Archives making this a valuable addition to the collection. This will also be the most complete Hutchinson's 1864 Directory known to exist at an institution in PEI.
- The Archives received a number of school records (teacher registers) from the Souris Consolidated school area, as well as records from Notre Dame Convent/Notre Dame Academy (additions to Record Group 39). The records fill in gaps in the existing school records collection.

Transfers to the Records Centre

- The Records Centre accepted 3,463 new boxes during the fiscal year. By the end of 2013-2014, there were a total of 20,863 boxes at the Records Centre.

Preservation

Preserving Archival Collections

- Preservation related work in the 2013-2014 fiscal year focused on the assessment and reorganization of the Public Archives' storage areas as well as the rehousing of several archival collections which consisted primarily of maps, publications, and oversized materials.
- Public Archives staff digitized 305 items from the collection. The majority of the digitization was done at the request of patrons and helped to limit future handling of the original documents.

Outreach

Public Archives Tours

- Archives staff conducted workshops and tours for a number of events and groups including the Provincial Heritage Fair, Holland College's Heritage Carpentry Program, participants in the RIM Training course, a Birchwood Junior High class, two UPEI History classes, and Seniors' College genealogy course participants. The total number of individuals who participated in tours of the Public Archives was 108.

Archives and RIM Lectures and Training

- Public Archives and RIM staff provided training for 14 government employees who attended the 3-day RIM Training course. The course was offered in May 2013.
- Public Archives staff made a presentation to twenty-five members of the QEH Auxiliary. Topics discussed included an introduction to the purpose of archives, the mandate of the Public Archives and Records Office of PEI, and an exploration of some of the resources available at the Public Archives.
- Public Archives staff gave a presentation to the UPEI Public History class. Together with UPEI's University Archivist, the Archives also presented a hands-on archival workshop for UPEI History students.
- As in previous years, the Public Archives continued to provide support and training for a UPEI Public History student. This year's student engaged in a research project which examined the debates held in the Prince Edward Island Legislature surrounding the Confederation issue from 1864-1867 and placed the debates into the overall context of Island history.

Connecting to Users Online

- The Public Archives and Records Office website (www.gov.pe.ca/archives) received 52,764 visits and 759,732 page views.
- The PARO Collections Database (www.gov.pe.ca/archives/parosearch/), PARO's new federated online search engine, went live 28 October 2013. The database includes records from the popular Baptismal Index (1777-1923), marriages (Marriage licenses, 1827-1919), pre-1906 Deaths (data entry on-going), census records (1841, 1881, 1891, and 1901), as well as maps, architectural plans, photographs, and more. Since its launch the database has received 109,351 visits. New records are uploaded to the database each week.

2014 Projects

- *The Public Archives 2014 Almanac and Miscellany Celebrating 1864: A Look at Prince Edward Island in the Year of the Charlottetown Conference* was PARO's major 2014 project (funding provided by PEI 2014 Inc.). Every month explores a different theme and a list of "Remarkable Days" can be found at the beginning of each month, as well as photographs, maps, letters, diaries, newspaper clippings, and other records from the Public Archives' collection. The Archives also created an ebook version that can be downloaded for free from the Archives website (www.gov.pe.ca/archives/almanac) or borrowed through the Public Library's

Overdrive service. Three popular ebook formats are available for use on a variety of devices including PC, Mac, Playbook, Kobo, iPad, iPhone, Android, and Kindle. Since the launch on 17 January 2014, the Almanac was downloaded 939 times from the Archives website (919 PDF, 15 EPUB, and 5 AZW3 downloads).

- Starting in January 2014, staff posted highlights and headlines from the local newspapers, diaries, daybooks, and other sources as part of the “**This Week in 1864**” project (www.gov.pe.ca/archives/ThisWeek1864). Initial response to the initiative was extremely positive. The project also formed the basis of an exhibit called “Highlights from ‘This Week in 1864’” put on display at the Public Archives in January 2014 (also online at www.gov.pe.ca/archives/onlineexhibits/index.php3). The project will run until December 2014.
- Throughout 2014, the Archives will be creating monthly slide shows relating to life in 1860s PEI. The presentations will be made available on digital screens at the Public Archives and seven library sites across the province. Themes explored in early 2014 included 1860s Charlottetown and highlights from the H. J. Cundall photograph album (Accession #4158). This is a joint project of the Public Archives, the Public Library Service, and PEI 2014 Inc. and will continue until December 2014.
- Public Archives staff participated as members of the Steering Committee for “The Guardians of Confederation”, a youth conference for Canadian students between the ages of 14 – 17 which was to be held in Charlottetown, November 19 – 23, 2014. Hosted by UPEI and held in conjunction with the conference put on by the Association for Canadian Studies, “The Guardians of UPEI” continues the celebration of the anniversary of the 1864 Charlottetown Conference.

Part of the Archival/Heritage Community

- Public Archives staff continued to respond to inquiries from the PEI archival community and participate in the judging of Heritage Fair submissions during the 2013-2014 year.
- Archives staff continued to submit monthly articles to the *Voice for Island Seniors*, a monthly *Guardian* newspaper supplement, focusing on genealogical research. Archives staff also co-authored an article with Island historian Dr. Ed MacDonald. The article entitled “The Quarrel with Confederation: The Macdonald Family fonds and the Smoking Room Incident of 1866” appeared in the Spring/Summer 2014 Issue of The Island Magazine.
- Public Archives staff and the staff of the Confederation Centre Art Gallery successfully negotiated with the National Archives of Great Britain for the loan of the original Captain Samuel Holland 1765 map of Prince Edward Island. The map will be the focus of an exhibit which will be launched in July of 2015. The exhibit will be a joint project of the Public Archives, the Confederation Centre Art Gallery, the PEI Museum and Heritage Foundation, and the UPEI History Department. In addition to the Samuel Holland Map Exhibit, Public Archives staff also participated in the planning meetings for the 2015 Samuel Holland survey anniversary celebrations.

- Public Archives and Records Office staff continue to sit as members of the Council of Provincial and Territorial Archivists as well as the National, Provincial, and Territorial Archivists Conference.

Collaboration within Government

- Public Archives and RIM staff continued to work with staff of the Department of Environment, Labour, and Justice to develop a strategy to pursue litigation under the *Tobacco Damages and Health Care Costs Recovery Act*. The Legal Hold has remained in place and a mechanism has been put in place to continue with the destruction of non-related documents. The actual search process has been stalled until a Steering Committee is established and funds are allocated to fund the project team.
- Public Archives staff has continued to play a role on the Business Continuity Management (BCM) Corporate Planning Committee and have now joined the departmental team for Tourism and Culture. As part of the latter, PARO staff have completed assessments of both the Public Archives and the Provincial Records Centre. It is expected that the BCM process will be an ongoing priority for the Province.
- The Public Records Committee met once during the year and approved 59 schedules for seven departments as authorized under the *Archives & Records Act*.
- The RMLO Network Group met in November 2013 and May 2014. The purpose of the Network Group is to bring together the RMLOs to share their experiences, knowledge and work together to resolve problems. The Public Archives and Records Office works with the RMLO Network Group to communicate policy, procedures and standards for RIM throughout government.

*all stats for April 2013- March 2014

The Public Library Service (PLS)

The Public Library Service (PLS) is responsible for the administration and operation of Prince Edward Island's province-wide public library system and for the provision of technical services to the province's school libraries. The PLS on Prince Edward Island is a partnership between the provincial government and participating communities. The provincial government, through the PLS, provides direct delivery of public library service, materials, and library staff and is responsible for administration, strategic planning, management, automation, collections development, and technical services. Communities have the responsibility of providing and maintaining library facilities and providing library equipment and furnishings.

Services to the public are delivered through a number of locations. The Public Library Service has 26 libraries including three school-housed public libraries and three French-language branches. Confederation Centre Public Library in Charlottetown serves as the central library for the province. The Government Services Library, located in Charlottetown, a government publications repository, is also a branch of the Public Library Service.

Public libraries are located in communities across Prince Edward Island including Alberton, Tignish, O'Leary, Tyne Valley, Abrams Village, Summerside, Kensington, Borden-Carleton, Kinkora, Crapaud, Breadalbane, Hunter River, Cornwall, Charlottetown, Stratford, Mount Stewart, Morell, St. Peter's Bay, Souris, Montague, Georgetown, Murray Harbour, and Murray River.

Public Library Service headquarters, located in Morell, provides administration and technical services. This office manages the ordering, processing, cataloguing, and distribution of materials for the public libraries and offers similar services to public schools in the province.

The Public Library Service offers resources in French in a number of locations. The school-housed public libraries at Abrams Village, the J. Henri Blanchard Library at the Centre Belle Alliance in Summerside and the Carrefour de l'Isle-Saint-Jean are French-language libraries. French materials are also found at a number of other libraries in communities with French-speaking residents or French immersion school programs.

Friends of the Library groups are active in many libraries of the PLS. Friends are non-profit groups of community volunteers who value, support and champion the local public library. Friends support library services and programs by raising funds and awareness of library programs and services in local communities.

Serving Islanders

Membership Growth

- 3,603 new library cards issued.

Popular Collections

- 17,615 new books, cds, audio books, and dvds were added to the library collection;
- 792,066 library items borrowed;
- 15,000 items borrowed each week, 2,100 items borrowed every day and 90 items borrowed each hour from public libraries across PEI
- Launched *Express* collection in 6 busy branches This pilot project offers quicker access to popular bestsellers and decreases waiting periods for on-demand items.

Digital Library

Social Media

- The PLS keeps in touch with Islanders through social media. Our digital footprint includes Facebook, Twitter, Pinterest, Good Reads and the newest addition, Instagram. www.library.pe.ca

E-Resources

- Rocket Languages, a web-based language-learning resource, was added to the library's lineup of online services in March, 2014.

- OverDrive an online platform for eBooks, eAudiobooks and other digital material continues to grow in popularity:
 - o 5,949 eBooks and eAudiobooks available to download;
 - o 39,822 eBooks and eAudiobooks downloaded;
 - o The Public Library Service offers digital music with Freegal, an online service to download music onto computers and mobile devices. All you need is a PEI library card to download and keep 5 free songs each week.

Information Portal

- Available in French and English, the Public Library Service website, www.library.pe.ca, continues to be a popular resource for Islanders to discover the most up-to-date information on library services, programming and new materials.
- 201,632 visits to the PLS's web site and 440,182 page views.

Technology for All

- The PLS is committed to providing all Islanders with access to public computers and the Internet. Public computers are available in all of the PLS' 26 locations and each library offers access to WiFi.
- 47,034 computer sessions.

New Spaces

- Stratford Public Library moved to a larger newly renovated facility. With support of the Town of Stratford, Friends of the Stratford Library and Stratford Rotary Club, the library received new furnishings for the new space.
- Renovation and refurbishment at the Borden-Carleton Public Library.

Something for Everyone

- Libraries offer entertaining and enriching programs for all ages. Adult offerings include book clubs, health and wellness seminars, history, genealogy, arts, author visits, and much, much more. In 2013-2014, 4,408 programs were enjoyed by 46,539 people in libraries across the province. Over 1,500 volunteers assisted in the delivery of these programs.
- Programming for children includes baby lapsit, storytimes, author tours, family literacy day, summer reading club, puppet shows, drop in drawing for teens, comic clubs and more.
- French Library Services offer services and resources for French-speaking communities, French immersion students and families, and those interesting in learning or improving their French language skills French Library Services hosted a French author tour in the six francophone regions of PEI Québec author Michèle Marineau visited 3 French libraries and 3 French schools in collaboration with Communications Jeunesse and the French Language School Board French Library

Services participated in Island wide programs: TD Bank Grade 1 Book Giveaway, Welcome to Kindergarten, One Book One Island and the Hackmatack Children's Choice Book Award.

All Together Now

- Celebrated reading with 4th annual *One Book One Island* community read. This Island-wide literacy initiative encourages all Islanders to read together. In recognition of the 2014 anniversary of the Charlottetown conference, 14 books by Island authors were selected. Authors held public readings at libraries across the province and library book clubs read and discussed the 14 books.

Literacy

- English as an Additional Language for Newcomers
115 tutors;
110 participants
- Summer Tutoring
800 children participated in one on one tutoring during the summer at 21 libraries across the province
- TD Summer Reading Program
1380 children registered;
547 programs;
5468 program participants

Community Connections

- Added 10 new facilities to the *Community Care Facility Delivery Service*. This outreach service offers residents at nursing homes, community and long term care facilities across the province an opportunity to borrow library books, cds, dvds and audiobooks. In 2013-2014, 2,967 materials were borrowed through this program.
- New partnership with CELA (Centre for Equitable Library Access) to provide Islanders with vision impairments access to library materials in a wide variety of formats of more than 85,000 items – such as newspapers, magazines, described videos and books in accessible formats such as audio (DAISY CDs), e-text and Braille. The CELA partnership is part of the *Talking Book Service* which provides a walk-in collection at the Confederation Centre Public Library in Charlottetown and a mail-out delivery service for Islanders throughout the province.
- Launched the Library EnRoute outreach and community service initiative. Using a library van loaded with technology (laptops, tablets, e-readers and a Wi-Fi connection) and library resources, Library EnRoute is an innovative way to connect with Islanders and showcase library resources in communities across the province. Library EnRoute participated in 19 festivals, parades and events in 2014 and signed up 94 people with new library cards.

- Libraries are also spaces for Poetry and Art. Island artist Susan Christensen's Frank Ledwell Literary Legacy Project traveling exhibit celebrating poetry and art was held at 12 libraries across the province. Poet Laureate Diane Hicks Morrow celebrated poetry month at branch libraries.

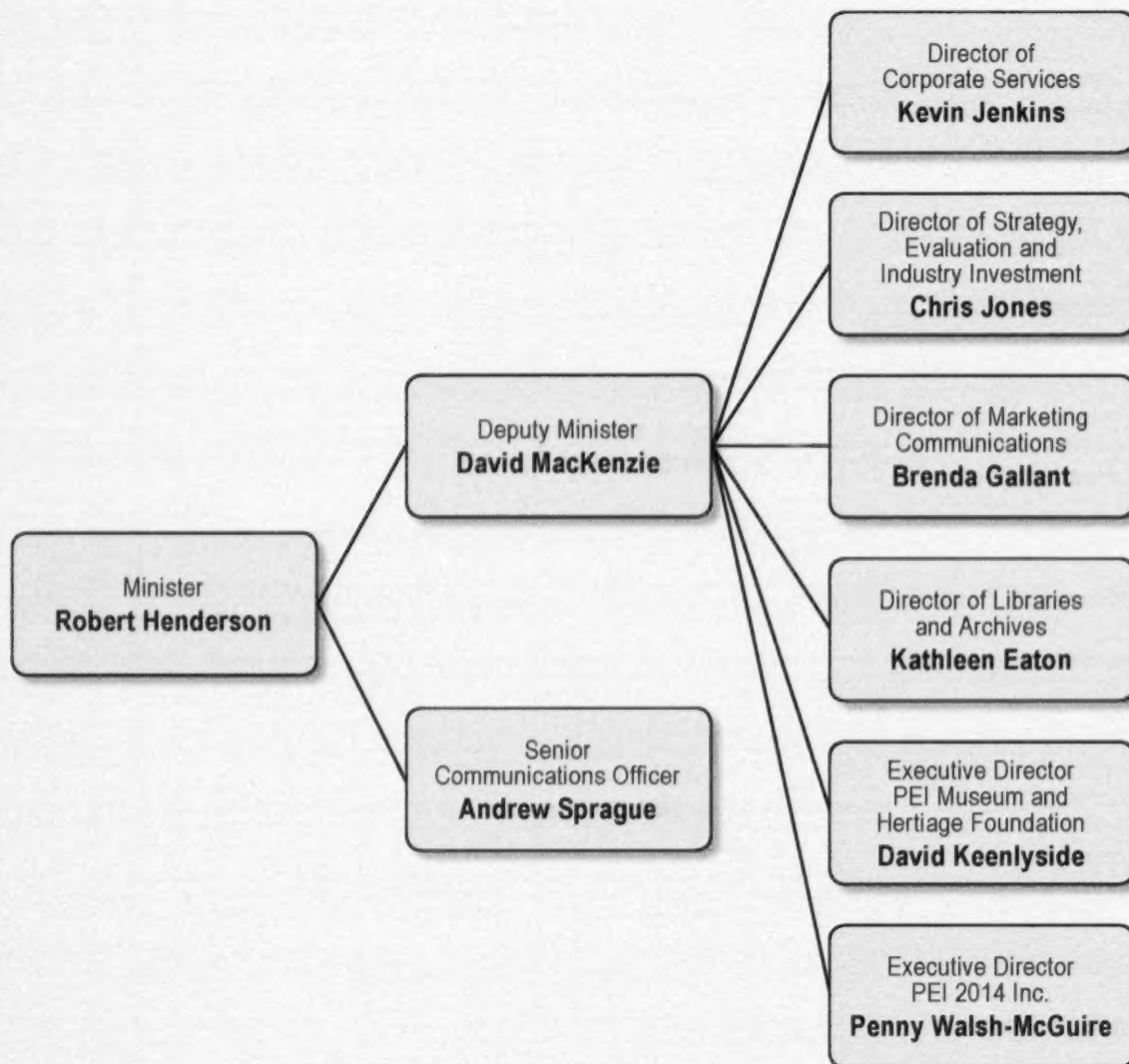
Excellence in Service

- Library Skills Development Certificate training program offered a successful year of workshops for public library staff. This PLS designed staff training program provides training by expert facilitators on various areas of library service. This year day long sessions were offered on "Genealogy and Historical Resources" and "Marketing your Library".

*all stats for April 1, 2013- March 31, 2014

Appendix A

Departmental Organization Chart As of March 31, 2014



Appendix B

Legislative Responsibilities, Boards, And Commissions

Acts

Archives and Records Act
Fathers of Confederation Buildings Act
Heritage Places Protection Act
Highway Signage Act
Lucy Maud Montgomery Foundation Act
Museum Act
National Park Act
Public Libraries Act
Recreation Development Act
Tourism Industry Act
Tourism PEI Act
Trails Act

Boards/Commissions/Agencies

Tourism Advisory Council
Tourism PEI Board
Tourism Arbitration Board
Prince Edward Island Liquor Control Commission
Prince Edward Island Museum and Heritage Foundation
Fathers of Confederation Building Trust
Heritage Places Advisory Board
LM Montgomery Foundation
Ministerial Advisory Committee on Multiculturalism
Public Records Committee
Trustees of the Legislative and Public Library
PEI 2014 Inc.

Appendix C

Financial Statements

Tourism PEI

Financial Statements
March 31, 2014



ArsenaultBestCameronEllis
CHARTERED ACCOUNTANTS

A Member Firm of The AC Group of Independent Accounting Firms Limited

Chartered Accountants &
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June 25, 2014

Independent Auditor's Report

To the Minister of Tourism

We have audited the accompanying financial statements of **Tourism PEI**, which comprise the statement of financial position as at March 31, 2014, and the statement of operations, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Tourism PEI** as at March 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

ArsenaultBestCameronEllis

Chartered Accountants

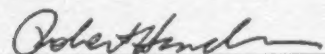
Tourism PEI

Statement of Financial Position

As at March 31, 2014

	2014 \$	2013 \$
Assets		
Financial assets		
Cash	1,099,898	1,094,133
Accounts receivable (notes 3 and 4)	1,138,592	1,187,319
	<u>2,238,490</u>	<u>2,281,452</u>
Liabilities		
Accounts payable and accrued liabilities (note 4)	2,355,260	2,440,022
Due to the Province of Prince Edward Island (note 2)	20,996	1,104
	<u>2,376,256</u>	<u>2,441,126</u>
Net debt	<u>(137,766)</u>	<u>(159,674)</u>
Non-financial assets		
Tangible capital assets (note 1)	1	1
Inventory	120,122	135,921
Prepaid expenses	17,643	23,752
	<u>137,766</u>	<u>159,674</u>
Accumulated surplus	<u>-</u>	<u>-</u>

Approved by the Corporation



Minister

Tourism PEI

Statement of Operations

For the year ended March 31, 2014

	2014	2014	2013
	Budget (unaudited) \$	Actual \$	Actual \$
Revenue			
Grants from Province of Prince Edward Island	15,444,800	15,330,004	15,379,196
Marketing	900,000	829,033	947,656
Visitor Services	100,000	95,425	100,973
Brookvale Ski Park	340,000	426,309	349,655
Park Operations	1,025,000	1,120,060	1,142,604
Golf Operations	4,041,000	4,059,952	4,042,454
Book PEI fees	45,000	49,450	48,300
	21,895,800	21,910,233	22,010,838
Expenses (Schedule)			
Finance and Administration	270,400	266,049	211,514
Parks Administration	364,400	359,991	356,404
Park Operations	3,110,300	3,030,818	3,044,660
Brookvale	719,700	736,722	745,804
Golf Operations	4,789,800	4,853,760	4,843,911
Strategy and Evaluation	725,300	763,326	656,091
Industry Investment	3,079,300	2,978,901	2,825,253
Regulation and Compliance	238,400	219,379	202,339
French Services	253,900	254,139	253,870
Business Development	728,000	724,362	685,405
Visitor Services	680,000	708,329	669,077
Marketing	5,069,800	5,278,549	5,880,755
Media Relations/Editorial	394,300	309,015	352,227
Fulfillment	486,300	469,903	386,532
Publications	554,900	501,018	482,854
Travel/Trade Sales	431,000	455,972	414,142
	21,895,800	21,910,233	22,010,838
Operating surplus	-	-	-

Tourism PEI

Statement of Changes in Net Debt For the year ended March 31, 2014

	2014 \$	2013 \$
Operating surplus	-	-
Acquisition of inventory	(120,122)	(135,921)
Acquisition of prepaid expenses	(17,643)	(23,752)
Consumption of inventory	135,921	93,861
Use of prepaid expenses	23,752	31,580
	21,908	(34,232)
Decrease (increase) in net debt	21,908	(34,232)
Net debt - Beginning of year	(159,674)	(125,442)
Net debt - End of year	(137,766)	(159,674)

Tourism PEI

Statement of Cash Flows

For the year ended March 31, 2014

	2014 \$	2013 \$
Cash provided by (used in)		
Operating activities		
Operating surplus	-	-
Net change in non-cash working capital items		
Decrease in accounts receivable	48,727	65,159
Decrease (increase) in inventory	15,799	(42,060)
Decrease in prepaid expenses	6,109	7,828
Increase (decrease) in accounts payable and accrued liabilities	(84,762)	1,018,412
Increase (decrease) in due to the Province of Prince Edward Island	19,892	(57,594)
	<u>5,765</u>	<u>991,745</u>
Net change in cash	5,765	991,745
Cash - Beginning of year	<u>1,094,133</u>	<u>102,388</u>
Cash - End of year	<u>1,099,898</u>	<u>1,094,133</u>

Tourism PEI

Notes to Financial Statements

March 31, 2014

Tourism PEI became a Crown corporation effective March 31, 1999 under the Tourism PEI Act passed by the Government of Prince Edward Island on June 8, 1999. The objectives of Tourism PEI are to carry out tourism related activities of the Province of Prince Edward Island.

The financial results of the corporation are included in the public accounts of the Province of Prince Edward Island.

1 Summary of significant accounting policies

The financial statements of the corporation have been prepared in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of CPA Canada. The following is a summary of significant accounting policies used in the preparation of these statements.

Financial instruments

The Corporation's financial instruments consists of cash, accounts receivable, accounts payable and accrued liabilities and due to the Province of Prince Edward Island.

All financial assets and financial liabilities are initially recognized at fair value and subsequently measured at cost or amortized cost

Cash

Cash consists of cash on hand and bank balances.

Due from (to) the Province of Prince Edward Island

Current operations:

Excess revenue (expenses) for the year for Tourism PEI is recorded as a reduction (increase) in Grants from Province of Prince Edward Island and as an amount due to (from) the Province of Prince Edward Island.

Tangible capital assets

Real property transferred to the corporation at no cost is recorded at a nominal value of \$1.

Inventory

Inventory is valued at the lower of cost, determined using the average cost method, and market. Market is defined as net realizable value.

Revenue recognition and government assistance

Grants from the Province of Prince Edward Island are recorded as revenue when authorized. Revenue from marketing activities is recorded when billed and revenue from park operations, services and fees is recorded when earned as services are provided.

Tourism PEI

Notes to Financial Statements

March 31, 2014

Revenue from golf operation is recognized when goods or services are delivered to the customer and ultimate collection is reasonably assured.

Expenses

Expenses are recorded in the period in which the related goods and services are consumed except for certain marketing related expenditures that are recorded in the period the goods and services are acquired and a liability incurred and program grant expenditures that are recorded in the period in which the funds are approved for disbursement and a corresponding liability incurred.

Vacation pay and pension liabilities

The staff of Tourism PEI are employees of the Province of Prince Edward Island. Direct costs for employees of the Province of Prince Edward Island allocated to Tourism PEI are charged to the company on a per-payroll basis. Since the staff are employees of the Province, accrued vacation pay and pension obligations are liabilities of the Province and not the corporation and no liability for these costs has been accrued by the corporation as at March 31, 2014.

Management estimates

The presentation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reported period. Significant items subject to such estimates and assumptions include the valuation of accounts receivable. Actual amounts could differ.

2 Due from the Province of Prince Edward Island

	2014	2013
	\$	\$
Current operations		
Excess revenue for the year - Tourism PEI	20,996	1,104

3 Accounts receivable

	2014	2013
	\$	\$
Accounts receivable	1,226,896	1,126,452
HST/GST receivable	146,696	295,867
Less: allowance for doubtful accounts	(235,000)	(235,000)
	1,138,592	1,187,319

Tourism PEI

Notes to Financial Statements

March 31, 2014

4 Related party transactions

During the year, the corporation utilized office premises from a Department of the Province of Prince Edward Island for nil consideration.

Tourism PEI utilizes the provincial parks, including Brookvale Ski Park, the provincial golf courses, the provincial day parks and the full service campgrounds, as well as the Visitor Information Centres in carrying out its mandate. Tourism PEI pays nil consideration for utilizing these facilities.

Included in accounts receivable is \$7,699 (2013 - nil) due from departments of the Province of Prince Edward Island. Included in accounts payable and accrued liabilities is an amount of \$231,999 (2013 - \$4,488) due to departments of the Province of Prince Edward Island, \$46,617 (2013 - \$52,500) due to a provincial Crown corporation and nil (2013 - \$215,250) due to a provincial government not-for-profit organization.

5 Commitments

The minimum annual lease payments required over the next five years under operating leases for base rentals including premises in Mill River expiring in August 2075 and for an equipment lease expiring in May 2016 are as follows:

	Equipment \$	Premises \$
Year ending March 31, 2015	28,164	1
2016	28,164	1
2017	-	1
2018	-	1
2019	-	1

In addition to the base lease premises rental in Mill River, there is a requirement to pay the corporation's pro rata share, based on rental space, of the operating costs, including property taxes, of the premises in Mill River and Brudenell.

6 Financial risk management objectives and policies

Tourism PEI's principal business activities result in a statement of financial position that consists primarily of financial instruments. The principal financial risks that arise from transacting financial instruments include credit, liquidity, market and operational risk. Authority for all risk-taking activities rests with the Board of Directors (Board), which approves risk management policies, delegates limits and regularly reviews management's risk assessments and compliance with approved policies. Qualified professionals throughout Tourism PEI manage these risks through comprehensive and integrated control processes and models, including regular review and assessment of risk measurement and reporting processes.

Tourism PEI

Notes to Financial Statements

March 31, 2014

(a) Credit risk

Credit risk is the risk of financial loss to the company if a customer or counterparty of a financial instrument fails to meet its contractual obligations. Credit risk arises primarily from the company's accounts receivable.

Accounts receivable includes trade receivables, GST receivable and other accrued receivables.

Trade receivables of \$1,190,735 are significantly concentrated with 63% of the balance due from a related group of companies. Tourism PEI's maximum exposure to credit risk is \$1,138,592, its carrying value of accounts receivable as noted on the statement of financial position.

Details of the carrying value of accounts receivable that are past due at the financial statement date are as follows:

	Current \$	Up to 90 days overdue \$	Over 90 days overdue \$	Allowance for doubtful accounts \$	Total \$
Accounts receivable					
Trade receivables	387,232	3,375	800,128	(235,000)	955,735
HST receivable	146,696	-	-	-	146,696
Other receivables	36,161	-	-	-	36,161
	570,089	3,375	800,128	(235,000)	1,138,592

(b) Liquidity risk

Liquidity risk is the risk that the company may not be able to meet its financial obligations as they come due. Specifically, the company needs to ensure it has adequate resources to repay all accounts payable and accrued liabilities and due to the Province of Prince Edward Island as they come due. The company's approach to manage liquidity risk is to closely monitor its cash flows and forecast the expected receipts and obligations.

The company's financial liabilities total \$2,376,256 and are expected to be repaid within one year.

(c) Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the company's processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour.

Tourism PEI

Notes to Financial Statements

March 31, 2014

The company's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the company's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity. The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management.

(d) Capital management

The primary objective of Tourism PEI's capital management is to ensure that it maintains a healthy financial position in order to support its business. Tourism PEI manages its capital structure and makes changes to it in light of changes in economic conditions.

7 Comparative figures

Certain comparative figures presented for the 2013 fiscal year have been restated to conform with the financial statement presentation adopted in the current year.

Tourism PEI

Consolidated Schedule of Expenses by Type
For the year ended March 31, 2014

Schedule

2014

	Salaries and benefits \$	Operating Goods and Services \$	Total \$
Finance and Administration	116,362	149,687	266,049
Parks Administration	299,033	60,958	359,991
Park Operations	2,158,673	872,145	3,030,818
Brookvale	465,371	271,351	736,722
Golf Operations	2,916,432	1,937,328	4,853,760
Strategy and Evaluation	360,260	403,066	763,326
Industry Investment	226,958	2,751,943	2,978,901
Regulation and Compliance	112,619	106,760	219,379
French Services	-	254,139	254,139
Business Development	119,141	605,221	724,362
Visitor Services	614,399	93,930	708,329
Marketing	346,233	4,932,316	5,278,549
Media Relations/Editorial	149,797	159,218	309,015
Fulfillment	111,104	358,799	469,903
Publications	107,159	393,859	501,018
Travel/Trade Sales	148,991	306,981	455,972
	8,252,532	13,657,701	21,910,233

2013

	Salaries and benefits \$	Operating Goods and Services \$	Total \$
Finance and Administration	86,376	125,138	211,514
Parks Administration	297,779	58,625	356,404
Park Operations	2,189,181	855,479	3,044,660
Brookvale	505,809	239,995	745,804
Golf Operations	2,932,806	1,911,105	4,843,911
Strategy and Evaluation	354,915	301,176	656,091
Industry Investment	277,704	2,547,549	2,825,253
Regulation and Compliance	94,932	107,407	202,339
French Services	-	253,870	253,870
Business Development	110,684	574,721	685,405
Visitor Services	574,211	94,866	669,077
Marketing	333,152	5,547,603	5,880,755
Media Relations/Editorial	166,115	186,112	352,227
Fulfillment	99,325	287,207	386,532
Publications	112,942	369,912	482,854
Travel/Trade Sales	147,807	266,335	414,142
	8,283,738	13,727,100	22,010,838



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2016

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